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## NATIONAL FOREIGN ASSESSMENT CENTER

WASHINGTON, D. C. 20505

NFAC 2832-80

Director

16 April 1980

MEMORANDUM FOR: Senior Review Panel

SUBJECT: Survey and Evaluation of NFAC Production,  
1 April 1979 - 31 March 1980

1. It is time that we begin to take a look at the NFAC production record. I would like to ask the Senior Review Panel—working in concert with the production offices—to undertake an initial assessment of the work of OPA, OER, OSR, OSWR (formerly OSI and OWI) and OGCR during the period, 1 April 1979 through 31 March 1980.

2. This survey should first establish what the range of intelligence analysis and production of these NFAC offices has been over the past year. Then, on the basis of its findings, the SRP should consider what steps might be taken to improve the quality and responsiveness of NFAC production, to achieve better intelligence coverage, and to align analytical efforts more closely with assigned or perceived priorities.

3. Specifically, I would like the Panel's evaluation to encompass the following:

a. First Phase

(1) A comprehensive survey and analysis of the production of the offices by art forms and subject matter. This survey should also include an evaluation of the management information systems in NFAC and in the production offices.

(2) An evaluation of the breadth and adequacy of intelligence produced and the appropriateness of art forms used by the production offices. This evaluation should, in particular, identify gaps and unwarranted duplication, and assess relative resource efforts devoted to various subjects in comparison with assigned or perceived priorities and policy interest.

b. Second Phase

(1) An evaluation of the quality of the production effort, excluding interagency products and the PDB and the NID, but including all other forms of finished intelligence and principally concentrating on IAs, IMs, and Research Papers.

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(2) As incident to the foregoing, an appraisal of the quality and effectiveness of the research programs of the several offices for adequacy in sustaining present and planned production, relevance to emerging or longer-range policy problems, and innovational scope in staying abreast of newer or evolving methodologies.

4. The Panel is authorized to call on the Office Directors, the NFAC staff, and established consultants to the Agency for such information and assistance as they may need to carry out this task. I have asked the PME Staff (Robert Wagner) and PPG (Charles Allen) to assist the Panel in this project. In addition, each Director of the five production offices will name a senior officer to serve with Messrs. Wagner and Allen as an Advisory Group to the Panel for the duration of its survey.

5. I would like the Panel to complete Phase I of this evaluation by 1 August 1980 and, in the light of its findings, to submit a Phase II report, with conclusions and recommendations, to me as soon as possible thereafter. I anticipate that each report will be discussed in detail at meetings of the Office Directors and the SRP members.

Bruce C. Clarke, Jr.

STAT

cc: DCI  
DDCI  
All Office Directors  
Chairman, NIC  
C/CRES  
C/PMES  
C/ACIS  
PMES/PPRG  
OCO/PPG

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